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## COMPTROLLER INSTRUCTION NO. 77

SUBJECT: General - Fitness Reports  
Specific - Rating Standards

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## 1. PURPOSE

This Instruction sets forth standards to be used by supervisors in preparing Fitness Reports, Form 45, for employees within the Office of the Comptroller.

## 2. GENERAL

- a. Fitness Reports are intended to reveal the performance and ability of employees on a realistic, meaningful, and comparable basis. Reports are not intended to rate Agency employees against the entire population. It should not be overlooked that, to begin with, selection of Agency employees is primarily based on a high degree of ability, specialization, and accomplishments so that, as a group, Agency employees are assumed to represent individuals possessing excellent attainments or definite potential to reach such goals. Within this group of selected individuals, a means of evaluation to denote performance, accomplishments, and expectancy is desired by comparison of one employee with others of equal rank, grade or responsibility. On a fair, equitable and comparable basis, evaluations will reveal that many are average, some may have demonstrated accomplishments above average, and there will perhaps be a few who may fall below the average of their immediate associates.
- b. Fitness Reports in the past have lost much of their intended meaning due to lack of uniform standards and the zealotness of supervisors to extol personnel under their direction. An unrealistic rating resulting in over-evaluation of an employee's real fitness could result in being more detrimental than one wherein the supervisor gives an honest opinion of the individual being evaluated, especially if certain additional training were desirable. When the majority of ratings fall within the top three points of a seven-point scale of performance (Section B, Form 45) the scale has lost its intended scope of

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measurement, having been reduced in substance from seven points to three.

- c. An individual who may be described as "competent", who meets the basic requirements of the job, and who displays a normal degree of resourcefulness, is considered a pretty good, or an average employee. Many employees in the Agency can be so described, without implying any discredit or lack of satisfactory performance on the part of the individual. Such qualifications are implied in the descriptions of points 3 and 4 of Schedules B, C, and D of Form 45. These basic qualifications can be used as a guide in making reasonable comparisons between employees performing similar functions demanding the same degree of responsibility, thereby enabling evaluations of "below average", "average", and "above average".

### 3. RATING STANDARDS

- a. Supervisors and officials rating employees within the components of this Office shall be guided by the basic criteria set forth in paragraph 2 above and establish ratings, as applicable, of "below average", "average", and "above average".
- b. In certain instances an employee's performance, as rated in Schedule C, will merit better than 5, but does not meet the standards of 6. In such instances a statement to this effect should be given in Section E.
- c. Outstanding performance shall be recognized and appropriately evaluated in any instance when the meritorious performance of an employee warrants recognition higher than that accorded his peers in the "above average" category.

### 4. EFFECT OF RATING STANDARDS

Concern may be expressed by employees that rating standards applied by this Office under paragraph 3, above, will be detrimental when ratings are compared with those of other Agency components, particularly when competing for transfer or advancement. In order to counteract the possibility of unfavorable reaction, all reviewing authorities will be furnished with a copy of this instruction. In addition, there shall be typed in Section E of each Fitness Report prepared within this Office, the following endorsement:

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"This report has been prepared in accordance with the criteria set forth in Comptroller Instruction No. 77 which are designed to reflect realistic and meaningful ratings, and fair comparisons between the employee and his fellow workers of equal rank, grade or responsibility. An 'average' rating reflects an entirely satisfactory performance."

  
E. R. SAUNDERS  
Comptroller

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